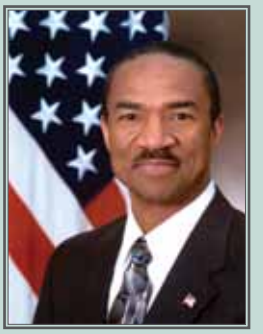
## From the Army Acquisition Executive

# Future Combat Systems: A Single Entity



This issue showcases one of the most important aspects of the Army's Future Combat Systems (FCS) — the far-reaching and talented team that is developing and will eventually provide Combatant Commanders with an unprecedented warfighting capability. With FCS, we are redefining the term integration as it applies to weapon systems development. The FCS One-Team includes the Defense Advanced Research Projects Agency (DARPA) and the Lead Systems Integrator (LSI) team of Boeing Co. and Science Applications International Corp. (SAIC) — with its 23 industry partners — working closely with the Army to aggressively develop FCS and achieve initial operational capability by 2010.

With this issue, we welcome LTG Joseph L. Yakovac Jr. to his new position as Military Deputy. In an in-depth interview, he highlights his priorities as he leaves his duties as Program Executive Officer for Ground Combat Systems, home of FCS, to take on new responsibilities in acquisition career management and the global war on terrorism. He brings a wealth of knowledge and experience to his new position.

The articles that follow demonstrate just how differently we do business with FCS. From the structure of the program manager's shop to the close collaboration among program executive officers, the science and technology community, the Army's Training and Doctrine Command, our Test and Evaluation Command, the Defense Contract Management Agency and others, we are developing FCS — from its earliest stages — as a single entity.

An important factor in FCS' success to date is the Boeing-SAIC LSI, our management partner and program integrator. The LSI oversees the program and ensures that all program objectives are met — continuously soliciting the best experts in each program area from around the globe to deliver advanced military capability to the force as soon as possible.

By definition, FCS is the networked system-of-systems — 19 in all — that serves as the core building block within modular maneuver echelons to give our Future Force overmatching combat power, sustainability, agility, lethality and versatility. FCS-Equipped Units of Action will be capable of full-spectrum operations against the entire range of threats in any operating environment and in all weather and terrain. Most importantly, FCS will enable the Future Force to see first, understand first, act first and finish decisively. FCS will use advanced communications and technologies to link Soldiers with both manned and unmanned ground and air platforms as well as data-collecting sensors.

In May 2003, the program entered the System Development and Demonstration (SDD) phase. During SDD, the LSI — with its best of industry team — actually designs and develops FCS. In the Acquisition Decision Memorandum announcing the move, the Under Secretary of Defense for Acquisition, Technology and Logistics, wrote, "I approve the Army's request to manage the FCS program as a single Major Defense Acquisition Program, to maintain a single funding line with a single Acquisition Program Baseline at the family-of-systems level, the organizational structure of the program and the planned time-phased development approach for individual systems leading to initial operational capability."

Keeping the program elements to an absolute minimum is key to successful program management. Keeping the program healthy is enabled by the principles of earned value management (EVM). The key tenet of EVM is the ability to provide performance status in the same manner in which efforts are planned, executed and managed. Performance is the common denominator between the originally planned efforts (work and schedule) and the actual cost to complete those efforts. These three factors of the originally planned efforts — schedule, achieved results and actual costs — provide the basis for an array of analytical capabilities to include accurately accounting for cost and schedule variance on both a cumulative and current basis.

FCS will, over time, replace the current fleet of heavy vehicles such as the Abrams tank and the Bradley Fighting Vehicle with the new family of manned and unmanned ground and aerial vehicles. The new manned ground vehicles will be both lighter and smaller and designed to fit into a C-130-like aircraft. This will allow them to be flown to a conflict anywhere in the world in 96 hours, rolled off and ready to fight.

FCS adheres to an evolutionary acquisition strategy that will allow for upgrades in capability and rapid insertions of advanced technologies throughout the program's life cycle. This will ensure the FCS program remains flexible, expansible and open to accommodate trades in the system architecture and in the individual design of systems.

It's clear that we've assembled a talented team with sound business practices to ensure program success. Read on!

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